



# Technical Training Program

## Schedule of Classes

July 1, 2007 - June 30, 2008

State Personnel Board  
801 Capitol Mall (MS-31)  
Sacramento, CA 95814

<http://www.spb.ca.gov/spbtrain>



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# Selection Analyst Training Program

The Selection Analyst Training Program offers a state-of-the-art, comprehensive instructional curriculum for the development of selection analysts. This program provides selection analysts, whether novice or experienced, the opportunity to increase and enhance their selection-related knowledge and skills. The courses have been designed to provide participants with fundamentally sound, legally defensible, innovative means of performing selection-related work. Classes in the program are offered as stand-alone courses, individually priced, or as a curriculum package, priced at a discounted rate. The Selection Analyst Training Program is comprised of the following classes:

- JOB ANALYSIS.....\$279 two-day class
- STATISTICS MADE EASY FOR PERSONNEL SELECTION.....\$142 one-day class
- PROFESSIONAL SELECTION & TEST VALIDATION.....\$142 one-day class
- EXAMINATION PLANNING .....\$142 one-day class
- SUPPLEMENTAL APPLICATIONS.....\$142 one day class
- DEVELOPING INTERVIEWS.....\$142 one-day class
- CHAIRING INTERVIEW EXAMINATIONS.....\$415 three-day class
- WORK SAMPLE & PERFORMANCE TESTS.....\$142 one-day class
- DEVELOPING & USING WRITTEN EXAMINATIONS.....\$142 one-day class
- INTERPRETING ITEM ANALYSIS.....\$142 one-day class
- PASS POINT SETTING.....\$142 one-day class
- SCORING MODELS.....\$142 one-day class

The Selection Analyst Training Program consists of a series of classes required to achieve a Certified Selection Analyst designation. Classes can be completed in any order, however, maximum benefits will be obtained by taking them in the suggested order. In particular we recommend completing the first four before taking the remaining classes. Students will need to complete all required classes to receive the Certified Selection Analyst designation.



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## Information

### How Do I Enroll?

Your department must submit an approved Program Registration Form, SPB-46 (Rev 11/04 or later). The form must be signed by an authorized training coordinator, training officer or training manager. The form is available on our web site at [www.spb.ca.gov/spbtrain](http://www.spb.ca.gov/spbtrain). You may mail your registration to:

State Personnel Board  
Technical Training Program  
801 Capitol Mall (MS-31)  
Sacramento, CA 95814

...or you may fax your registration to (916) 657-2502. Telephone registrations **will not** be accepted and slots **will not** be held in lieu of a registration.

### How Do I Pay?

Please select one of the payment options shown on the registration form. Payment is requested at the time of registration. Your department's check may be mailed with the registration form or brought to the class by the participant. If you pay by check, please ensure that you send the check with the registration form to *State Personnel Board, Technical Training Program, 801 Capitol Mall (MS-31), Sacramento, CA 95814*.

You may also pay by CalCard. If your State agency has a "consolidated contract" with SPB, you may choose to charge the tuition to your contract. Be sure to include the contract number. If you pay by check, please do not select "charge to contract" because the process of "charging your contract" is internal to your department's accounting office. If no payment option is selected, your department will be invoiced with a \$15 surcharge for each participant.

### Where do I go?

Technical Training Program Classes are held at the State Personnel Board, 801 Capitol Mall, Room 312, Sacramento, CA 95814. Please check in with the security guard in the lobby when you enter the building.

### How can I be reached?

Anyone who needs to reach you while you are in a training class may call our reception desk at (916) 653-2085. You will not be interrupted during a class unless it is an emergency.

### Public transportation?

The State Personnel Board is only one block from the 7th Street/Capitol Mall and 8th Street/Capitol Mall Light Rail stations. Riding the Light Rail is convenient, dependable and inexpensive.

**Where can I park?**

Several parking lots are close to the State Personnel Board.

**Newport Parks (Sutter Club Garage)**

L Street between 7th and 8th Streets

All day rates are first come first serve until 9:00 a.m.

**Motor Inn City Parking (Frank Fats Garage)**

L Street between 7th and 8th Streets

All day rates are first come first serve until 9:00 a.m.

**Century Parking Inc.**

Alley off 7th Street between L and Capitol Mall

**Self Service Parking (City of Sacramento)**

\$5 all day if arrive by 8:00 a.m.

7th Street between L Street and Capitol Mall

**How will I know if I am registered for a class?**

By using the SPB-46 (Rev. 11-04) registration form, you will provide us with the e-mail address of the participant and the e-mail address of the training coordinator. Normally, we will register you for your class within 24 hours of receipt of your registration form. At the time of registration, SPB will send by e-mail a confirmation of enrollment to the participant with a "cc" to the training coordinator. If you do not receive an e-mail confirmation within two days of sending your fax to the State Personnel Board, please call us because it may mean that your fax did not go through or there is some other problem.

The e-mail notification is the only notice you will receive. When you get the confirmation, put the class on your calendar immediately. If you do not show up for the class, your agency will be charged for the class anyway (see "Can I Cancel?" on the next page).

If you have any question about your enrollment, please call us. We would much rather give you the information you need by telephone than have you fail to show for a class in which you are enrolled. If you come to a class for which you are **not** enrolled, you may be allowed to remain as long as 1) there is space available in the class, and 2) you can provide an authorized training registration (including payment) upon your arrival.

- Is there accessibility?** The State Personnel Board is accessible to participants with disabilities. Please specify the nature of your impairment and what is needed to accommodate you; be specific and include your direct telephone number. The Technical Training Program will consult directly with you to determine what is necessary for accommodation under the terms of the Americans with Disabilities Act. Please let us know if you wish to bring your own reader, interpreter, or service assistant. The Technical Training Program will provide a seat for your assistant without charge to your department.
- Can I cancel?** If you cannot attend class, you must contact your department training coordinator either to find a substitute or to cancel the registration. If a substitute is sent, the substitute need only to sign in on the class roster in your place. If canceling the class, the training coordinator **must** FAX the Technical Training Program notice of cancellation at least **five (5) working days** before the first day of the training class, otherwise, **full tuition will be charged**.
- If you do not cancel in a timely manner nor attend the class, the **full tuition will be charged**. To avoid a no-show status, you must attend the first scheduled day of the class.
- Can I make-up the class?** If you are able to attend part of a class but unable to complete it, you may make arrangements with the Technical Training Program to make up the remainder of the class at a later date for no additional charge. Some limitations apply. Contact the Technical Training Program within 10 working days of the make-up class start date to determine if space is available.
- Are there custom classes?** If there are 20 or more participants that need to enroll in the same class, the Technical Training Program may be able to arrange for a special session at your location or ours. Call (916) 653-2085 for information.
- What if I have a question?** If you don't find the information you need on our web site, please call us at (916) 653-2085.



## Where to stay in the Sacramento area.

**Amber House**

1315 22<sup>nd</sup> Street  
(916) 444-8085 or (800) 755-6526  
BB CB NS

**Best Western Sutter House**

1100 H Street  
(916) 441-1314 or (800) 830-1314  
CB LR R P U

**Canterbury Inn Hotel**

1900 Canterbury Road  
(916) 927-3492  
AL CB FD LR P R U

**Capitol Plaza Holiday Inn**

300 J Street (Off I-5)  
(916) 446-0100 or (800) 238-8000  
FD R P U

**LaQuinta Inn**

200 Jibboom Street  
(916) 448-8100 or (800) 531-5900  
AL DT R\* P

**Governor's Inn**

210 Richards Blvd. (Off I-5)  
(916) 448-7224 or (800) 999-6689  
AL CB DT FD P R\*

**Hartley House**

700 22<sup>nd</sup> Street  
(916) 447-7829 or (800) 831-5806  
Fax (916) 447-1820  
BB LR R\*

**Hawthorn Suites**

321 Bercut (I-5 at Richards Blvd.)  
(916) 441-1444 or (800) 618-0714  
AL CB DT FD P

**Hyatt Regency**

1209 L Street  
(916) 443-1234 or (800) 233-1234  
FD R P

**Raddison Hotel**

500 Leisure Lane  
(916) 922-2020 or (800) 333-3333  
AL DT FD R P U

**DoubleTree Hotel**

2001 Point West Way (Business 80)  
(916) 929-8855  
AL FD R P

**Red Lion's Sacramento Inn**

1401 Arden Way (Business 80)  
(916) 922-8041 or (800) 344-4321  
AL FD R P

**Sacramento Hilton**

2200 Harvard (Business 80)  
(916) 922-4700 or (800) 344-4321  
AL LR DT R P U

**Embassy Suites**

100 Capitol Mall  
(916) 326-5000 or (800) 362-2779  
CD FD DT LR NS P R R\*

**Sheraton**

1230 J Street  
(916) 447-1700 or (800) 325-3535  
CB DT FD LR NS P R R\* U

**Sandman Motel**

236 Jibboom Street  
(916) 443-6515 or (800) 528-1234  
CB FD NS P R\*

*All Facilities listed offer a State Rate.*

**LEGEND**

AL	Airport Limousine	LR	Close to Light Rail
BB	Bed & Breakfast	NS	No Smoking
CB	Continental Breakfast	P	Pool
DT	Downtown Shuttle (if reserved)	R	Restaurant
FD	Facilities for Disabled	R*	Close to Restaurant
		U	Union Facility

# Writing Personnel Actions

(Drafting Notices of Adverse Action, Rejection, Medical, and "Without Fault" Actions)

**What's the class about?**

The Notices of Adverse Action, Rejection During Probationary Period, Medical Termination (Demotion or Transfer), and "Without Fault" Termination (Demotion or Transfer) are an essential component of the State's disciplinary, rejection and other processes. These Notices must comply with legal requirements and directives set forth by the State Personnel Board in policy statements and precedential decisions. Additionally, departments may choose to include "sections" and language to provide information to the subject employee. Of critical importance are the "acts or omissions" for which the employee is being disciplined, rejected etc. This class will address all of the above, as well as the processes by which an employee is served with a Notice, the documents which must accompany a Notice, and the applicable timelines for service and filing with SPB.

**What's the class objective?**

This class provides participants with an understanding of what is required and optional for inclusion in a Notice, as well as what constitutes proper service. The result will be a document that is legally correct and professional in appearance and content.

**Who should attend?**

This class is designed for departmental staff who are responsible for drafting Notices. Staff who prepare the "package" for the individual who drafts the Notice, as well as those who review the Notice, may benefit from this class.

**How much is the tuition?**

\$142 per participant

**When is the class offered?**

August 21, 2007	8:30 a.m. - 4:30 p.m.
December 7, 2007	8:30 a.m. - 4:30 p.m.
March 7, 2008	8:30 a.m. - 4:30 p.m.
June 3, 2008	8:30 a.m. - 4:30 p.m.



# Medical Actions

**What's the class about?**

Government Code § 19253.5 sets forth the conditions under which an appointing power may medically transfer, demote or terminate, or apply for disability retirement for, an employee who, for medical reasons, can no longer perform the duties of his or her existing position. This course explores the conditions and requirements of Government Code § 19253.5. We will also discuss an appointing power's obligations under the ADA and FEHA to reasonably accommodate qualified employees with disabilities and to engage in an interactive process, and how the medical action statute intersects with the reasonable accommodation obligation and workers' compensation laws. The course will also review the Board's precedential decisions on "constructive medical termination" and the new sample "Options Letter" the Disability Task Force has disseminated.

**What's the class objective?**

The class provides participants with an understanding of the complex, and sometimes conflicting, requirements appointing powers must address when deciding how to respond to employees who have medical conditions that may impact their ability to perform their jobs.

**Who should attend?**

The class is designed for departmental staff who regularly interact with or make decisions concerning employees with medical conditions who can no longer perform the functions of their jobs. Union representatives who represent employees with medical conditions may also wish to attend.

**How much is the tuition?**

\$142 per participant

**When is the class offered?**

November 13, 2007  
May 21, 2008

8:30 a.m. - 4:30 p.m.  
8:30 a.m. - 4:30 p.m.

# State Personnel Board Hearing Process

**What's the class about?**

This one-day class is designed to provide a step-by-step overview concerning the manner in which evidentiary hearings are conducted before Board Administrative Law Judges. It includes the following topics: the administrative intake process; discovery issues; pre-hearing conferences; rules for the conduct of hearings; opening and closing statements; rules of evidence - (including hearsay); examination of witnesses; introducing evidence; and hearings before the Board.

*Note – This class will primarily deal with hearings concerning appeals from adverse action, rejection during probation, non-punitive termination, medical action, discrimination, and retaliation. It will not cover merit issue complaints or the manner in which hearings are conducted before Board Hearing Officers.*

**What's the class objective?**

To provide non-attorneys (or attorneys unfamiliar with SPB proceedings), with a basic understanding of their roles and responsibilities when acting as a legal representative in evidentiary hearings before the Board.

**Who should attend?**

This class is designed for both department and employee representatives who are required to represent the legal interests of their respective clients in hearings before the Board.

**How much is the tuition?**

\$142 per participant

**When is the class offered?**

October 22, 2007  
April 8, 2008

8:30 a.m. - 4:30 p.m.  
8:30 a.m. - 4:30 p.m.

# What You Should Know as a Skelly Officer

<b>What's the class about?</b>	Several adverse actions which departments initiate on their employees require that a hearing be held prior to the effective date of the action. This hearing is referred to as a "Skelly Hearing" and should be presided over by an individual who is familiar with the responsibilities of serving in this role, as well as legal and other requirements and principles applicable to the State's disciplinary, probationary period, medical and "without fault" action processes. This class also addresses the application of progressive discipline, the role of corrective measures, determining the appropriate penalty, the importance of probationary reports and annual evaluations, as well as recognizing and addressing cultural diversity in the role of a Skelly Officer. Throughout the class the State Personnel Board's precedential decisions will be cited and discussed.	
<b>What's the class objective?</b>	Participants will learn about the "Skelly Hearing" process and the responsibilities of those involved, as well as the processes and principles leading to the necessity of initiating actions which result in a "Skelly Hearing."	
<b>Who should attend?</b>	This class is designed for staff who serve as "Skelly Officers," and those who are involved in briefing "Skelly Officers."	
<b>How much is the tuition?</b>	\$84 per participant	
<b>When is the class offered?</b>	August 8, 2007	8:30 a.m. - 12:15 p.m.
	September 10, 2007	8:30 a.m. - 12:15 p.m.
	October 2, 2007	8:30 a.m. - 12:15 p.m.
	December 11, 2007	8:30 a.m. - 12:15 p.m.
	January 28, 2008	8:30 a.m. - 12:15 p.m.
	February 6, 2008	8:30 a.m. - 12:15 p.m.
	March 13, 2008	8:30 a.m. - 12:15 p.m.
	April 23, 2008	8:30 a.m. - 12:15 p.m.
	May 16, 2008	8:30 a.m. - 12:15 p.m.

# State Personnel Board Precedential Decisions

<b>What's the class about?</b>	This class reviews the precedential decisions issued by the State Personnel Board (SPB). The SPB Administrative Law Judges are bound to follow these decisions in issuing their proposed decisions following evidentiary hearings. The precedential decisions cover such topics as notice of adverse action, Skelly rights, legal causes for discipline, defenses to adverse action, evidentiary issues, back pay issues, rejections during probation, disciplinary transfers, non-punitive terminations, termination of limited term appointments, medical terminations, settlement agreements, drug testing, attendance, violence/threats in the workplace, alcoholism and free speech.	
<b>What's the class objective?</b>	This class provides participants with an understanding of how the SPB interprets its laws and rules covering the above topics to provide a better insight into the likely outcome of cases that come before the SPB.	
<b>Who should attend?</b>	This class is designed for employees involved in drafting adverse actions and in representing parties at administrative law judge hearings.	
<b>How much is the tuition?</b>	\$135 per participant	
<b>When is the class offered?</b>	November 1, 2007 April 22, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

# Enhancing Communication Performance by Understanding Yourself and Others

<b>What's the class about?</b>	Though administration of the DiSC Communication Style Profile®, participants identify personal characteristics of people they work well with and those that cause them difficulty. They discover four behavioral styles used by individuals in the workplace and explore their own style preferences. A variety of communication styles are examined along with summary of the style differences that can create misunderstanding and conflict. Helpful suggestions are provided to manage diverse style and talents, and to create a more inclusive workforce.	
<b>What's the class objective?</b>	Participants will gain an understanding of how communication at work can cause misunderstanding and conflict between employees, and how differences in styles of communication may be at the root of workplace conflict. Another key objective is to promote appreciation and respect for different communication approaches.	
<b>Who should attend?</b>	Communication is important to employees at all levels. Both managers and employees should attend.	
<b>How much is the tuition?</b>	\$165 per participant	
<b>When is the class offered?</b>	September 7, 2007 January 8, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

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# Equal Employment Opportunity (EEO) Counselor

<b>What's the class about?</b>	This class is designed to provide EEO Counselors with information and practical experience in the informal resolution of discrimination complaints. Specific subject areas include EEO law, role of the counselor, informal complaint resolution/remedies, conflict resolution, employee rights, cultural barriers to complaint resolution, and counseling reports.	
<b>What's the class objective?</b>	Participants will learn how to conduct constructive interviews, how to gather information pertinent to specific allegations of discrimination, how to apply the necessary skills to deal with conflict to resolve a complaint informally, and how to prepare reports of counseling.	
<b>Who should attend?</b>	This class is designed for employees who have been or are about to be appointed as EEO Counselors within their departments. EEO Officers and supervisors of EEO Counselors may also benefit from this course.	
<b>How much is the tuition?</b>	\$279 per participant	
<b>When is the class offered?</b>	August 14-15, 2007	8:30 a.m. - 4:30 p.m.



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# Equal Employment Opportunity (EEO) Investigator

<b>What's the class about?</b>	This two and one-half -day class is designed to provide class participants with the ABC's of investigating discrimination complaints including what a beginning investigator needs to know in order to effectively analyze discrimination complaints; steps to take to plan and conduct a timely and thorough investigation; how to complete an investigation file and an overview of investigative report writing.	
<b>What's the class objective?</b>	Participants will learn how to effectively analyze and conduct internal investigations of departmental discrimination complaints.	
<b>Who should attend?</b>	This class is designed for employees responsible for investigating discrimination complaints of State employees or applicants for State employment. EEO officers and supervisors of EEO investigators may also benefit from this course.	
<b>How much is the tuition?</b>	\$279 per participant	
<b>When is the class offered?</b>	October 24-26, 2007	8:30 a.m. - 4:30 p.m.

# Introduction to Diversity in the Workplace

**What's the class about?**

In this two-day class, you will learn how stereotypes and subconscious prejudices are harmful to workplace harmony and productivity. The course will also provide basic skills for managers and staff to adapt to the demographic changes of our workers and clientele to assure the workplace provides equal opportunity and a safe environment to culturally diverse workers. Issues of race, gender, disability, religion, ethnicity, sexual orientation, and national origin will be discussed.

**What's the class objective?**

At the end of this program, you will be able to:

- Recognize stereotypes as barriers to effective communication
- Recognize cultural preferences and communicate across cultures
- Recognize behaviors that create fear and conflict in a diverse workplace
- Appreciate the value of diversity in an organization
- Responsibly handle cultural conflict, over-sensitivity, resentment and accusations of prejudice

**Who should attend?**

This course is designed for supervisors and managers, as well as rank and file staff.

**How much is the tuition?**

\$279 per participant

**When is the class offered?**

September 20-21, 2007	8:30 a.m. - 4:30 p.m.
February 28-29, 2008	8:30 a.m. - 4:30 p.m.
May 28-29, 2008	8:30 a.m. - 4:30 p.m.



# Leading With Diversity and Inclusion

**What's the class about?**

This two-day class is designed to provide class participants with the latest strategic approaches to leading with Diversity and Inclusion. Its focus includes discussion about human and organizational systems that impact the individual, the team, and the organization. The driving forces for diversity and the experience of inclusion are examined. Utilizing a Diversity Assessment tool, participants identify their present attitudes and knowledge about workforce diversity and explore workplace behavior caused by prior conditioning. The basics of culture are defined and compared to corporate culture influences along with cultural message systems that impact behavior between employees, management and the customer. Cross cultural competency is viewed along with cultural hot-buttons presented in original case studies involving today's workplace. The process of Mind Mapping is utilized to help prepare the participant to use diversity inclusion methods in solving complex workplace problems.

**What's the class objective?**

To build strategic relationship engagement (SRE) of today's workforce, in a way that improves communication and innovation, as well as increasing employee morale and retention, so that teamwork relationships can move the organization toward it's strategic goals.

**Who should attend?**

The class is designed for both managers and employees including work team leads who hope to improve performance and morale of their team members. EEO Managers and HR Personnel who are engaged in employee relationship issues should attend. This course can be suit-cased to field work locations and specific modules can be developed for off-site conferences or team meetings.

**How much is the tuition?**

\$300 per participant

**When is the class offered?**

September 11-12, 2007  
May 12-13, 2008

8:30 a.m. - 4:30 p.m.  
8:30 a.m. - 4:30 p.m.

# Getting to Resolution: Creating a Sustainable Collaboration

<b>What's the class about?</b>	This one-day class explores different Conflict Styles encountered in the workplace and the impact they may have on others. Using the DiSC Communication Assessment® tool, the course allows participants to build understanding for dominant communication style(s) for themselves, their managers and coworkers. Participants also identify the causes of most conflict style disagreements. Interventions are offered as workplace solutions to situational conflict.	
<b>What's the class objective?</b>	To explore various styles of behavior that can often be in conflict with one another. The objective of this class is to gain an understanding of the possible “causes” and “interventions” in dealing with diversity conflicts in today’s workplace.	
<b>Who should attend?</b>	Managers and employees involved in frequent misunderstandings and conflict in the workplace should attend. Work teams who are experiencing regular arguments, and/or using “creative avoidance” steps that may be impacting their productivity and working relationships should reschedule the entire team to attend. All managers and supervisors would benefit from this class to prepare themselves for effectively managing potential conflict situations in the future.	
<b>How much is the tuition?</b>	\$165 per participant	
<b>When is the class offered?</b>	October 11, 2007	8:30 a.m. - 4:30 p.m.
	February 15, 2008	8:30 a.m. - 4:30 p.m.
	June 20, 2008	8:30 a.m. - 4:30 p.m.

# Reasonable Accommodation

<b>What's the class about?</b>	This class will discuss the legal mandates required to comply with State and Federal reasonable accommodation laws, including the Fair Employment and Housing Act, the Americans with Disabilities Act of 1990; the responsibilities of departmental staff in the reasonable accommodation process; and the fundamentals of reasonable accommodation requests and resolutions.	
<b>What's the class objective?</b>	Participants will gain an understanding of the fundamentals of reasonable accommodation in employment and the roles and responsibilities of various levels of department staff in complying with State and Federal mandates for reasonable accommodation.	
<b>Who should attend?</b>	Reasonable Accommodation and Return to Work Coordinators and staff who have responsibility for FEHA and reasonable accommodation requirements.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	September 25, 2007	8:30 a.m. - 4:30 p.m.
	March 26, 2008	8:30 a.m. - 4:30 p.m.
	June 18, 2008	8:30 a.m. - 4:30 p.m.

# Sexual Harassment Prevention

## What's the class about?

This one-half day class addresses the Federal and State laws prohibiting sexual harassment in the workplace. Sexual harassment is defined and actual cases are used as examples to reinforce learning. Emphasis is placed on organizational preventive measures and methods for dealing with sexual harassment incidents from the perspectives of the organization and the individuals involved. This course also addresses liability issues and the role of discipline. This course complies with *Government Code 12950.1 (AB 1825)*. This course is not diluted with other topics. You will get a solid course delivered by professional instructors who are also subject matter experts.

## What's the class objective?

- Define sexual harassment under both federal and State law, cite the references for each, and identify and explain the two key terms in the law (“unwanted” and “sexual”)
- Define the two major categories of sexual harassment: *quid pro quo* and *hostile work environment*
- State the principle applied relative to the *intent* of conduct which is interpreted as sexual harassment
- Identify the responsibilities of both employees and supervisors regarding the prevention of sexual harassment in the workplace with respect to both employees and non-employees
- Discuss liability issues regarding the conduct of employees and non-employees
- Discuss the *reasonable person* standard and the *reasonable woman* standard
- Given a set of scenarios, state for each one if it describes a case of sexual harassment and, if so, what type of harassment it is
- State what you should do and identify the resources available to you if you are 1) *sexually harassed* or 2) *accused of sexual harassment* Discuss the *informal* and *formal* discrimination complaint processes and explain how they differ
- List at least five actions identified by the EEOC that an employer can do to prevent sexual harassment in the workplace

Continued on next page....

**Who should attend?** This course is designed for supervisors and managers, as well as rank and file staff.

**How much is the tuition?** \$84 per participant

**When is the class offered?**

August 2, 2007 .....	8:30 a.m. - 12:00 p.m.
August 2, 2007 .....	1:00 - 4:30 p.m.
October 12, 2007 .....	8:30 a.m. - 12:00 p.m.
October 12, 2007 .....	1:00 - 4:30 p.m.
December 6, 2007 .....	8:30 a.m. - 12:00 p.m.
December 6, 2007 .....	1:00 - 4:30 p.m.
February 4, 2008 .....	8:30 a.m. - 12:00 p.m.
February 4, 2008 .....	1:00 - 4:30 p.m.
April 25, 2008 .....	8:30 a.m. - 12:00 p.m.
April 25, 2008 .....	1:00 - 4:30 p.m.

You may schedule this course at your worksite. If you can guarantee a minimum of 20 participants, we can bring this class to you at a discount rate plus the instructor's travel and per diem. Maximum enrollment per session is 30. For information, call (916) 653-1597.

# Understanding and Working with Generational Differences

**What's the class about?**

Between now and the close of this decade, we are about to experience a major shift in the representation of varied age groups of people in the workplace. Soon, many baby boomers will be considering retirement and younger employees will be seeking employment and or, new career opportunities. Many work locations are already experiencing these kind of demographic changes and the generational issues associated with them in the workplace. This class will define the Generational Groups and their associated views, expectations, and behavioral practices. Participants will review the decades of programming and value system influences which help create these age group differences. Strategies and techniques are offered to effectively attract, develop, motivate and retain different generational employee groups.

**What's the class objective?**

To prepare Managers and Employees to meet the challenges associated with generational differences in the workplace, and to prepare for the future impact of new generations.

**Who should attend?**

The class is designed for Managers, Supervisors and Employees. Special emphasis should be given to EEO Managers, HR Managers, and Managers who recruit and hire into State positions.

**How much is the tuition?**

\$142 per participant

**When is the class offered?**

September 18, 2007  
February 27, 2008  
April 9, 2008

8:30 a.m. - 4:30 p.m.  
8:30 a.m. - 4:30 p.m.  
8:30 a.m. - 4:30 p.m.

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# Exempt and CEA Return Rights

<b>What's the class about?</b>	This class teaches participants how to apply the mandatory rights and permissive eligibilities provided in the Constitution and the Civil Service Act to an exempt or CEA employee that is being terminated.	
<b>What's the class objective?</b>	At the conclusion of the class, participants will be able to determine an individual's rights and eligibilities at the termination of his or her exempt or CEA appointment, and explain those rights and eligibilities to the individual.	
<b>Who should attend?</b>	This class is designed for personnel staff responsible for making decisions that determine an individual's right of return from an exempt or CEA position and/or drafting the letter explaining to the exempt or CEA employee his or her return rights and eligibilities.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	October 15, 2007 May 20, 2007	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

# Franklin Covey Writing Advantage

<b>What's the class about?</b>	SPB offers Franklin Covey Writing Advantage as a two-day workshop. It helps you gain control of what you write, how you write it, and how it is received by others. You learn the latest, most successful writing methods. This is a composition class geared specifically for business writing. You will learn to write memos, e-mail and reports that help you achieve your objectives. After the class you'll approach your writing tasks with added confidence and increased skill.	
<b>What you'll learn in this class?</b>	Apply principles of organization including the four-box method to design an effective document. Discover how to bring all the pieces of the document together to quickly write a well-constructed draft. Practice peer review, collaboration, and revision with fellow workshop participants to refine documents.	
<b>Expected benefits/work outcomes</b>	Improve productivity by collecting all necessary information before writing. Increase credibility by communicating powerfully, logically, concisely, and professionally. Motivate your readers to action through timely, accurate information.	
<b>Who should attend?</b>	This class is designed for personnel officers, exam managers, personnel analysts, and individuals responsible for the development of employment tests and/or the management of selection programs.	
<b>How much is the tuition?</b>	\$389 per participant	
<b>When is the class offered?</b>	September 5-6, 2007	8:30 a.m. - 4:30 p.m.
	March 4-5, 2008	8:30 a.m. - 4:30 p.m.
	June 4-5, 2008	8:30 a.m. - 4:30 p.m.



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# Franklin Covey 7 Habits of Highly Effective People

<b>What's the class about?</b>	Based on the best-selling business book, this in-depth, 3-day workshop shows you how to apply the 7 Habits principles in your job, your relationships, and your life. You will build a comprehensive foundation for success at all levels of leadership - personal, interpersonal, managerial, and organizational.	
<b>What's the class objective?</b>	<ol style="list-style-type: none"><li>1. Develop relationships based on trust</li><li>2. Communicate effectively with others in ways that help you accomplish more while making a positive impact on all your interactions</li><li>3. Choose the most effective ways to improve productivity and stay focused on the issues most important to success</li><li>4. Confront a crisis before it creates chaos</li><li>5. Be more prepared to deal with difficult times and circumstances than ever before</li></ol>	
<b>Who should attend?</b>	This class is designed for managers, supervisors and employees at all level.	
<b>How much is the tuition?</b>	\$389 per participant	
<b>When is the class offered?</b>	December 12-14, 2007	8:30 a.m. - 4:30 p.m.

# Performance Management:

## Strategic Planning and Performance Measurement

<b>What's the class about?</b>	This two-day class will provide an understanding of Strategic Planning and Performance Measurement. It will explore the critical relationship between Strategic Planning and Performance Measurement and how they drive an organization's Performance Management System. Participants will review the basic principles of Strategic Planning and explore the concepts of mission and vision, environmental scan, SWOT analysis, goals and objectives. They also will be introduced to a Performance Measurement Model and the concepts of core programs, outcomes, and measures.	
<b>What's the class objective?</b>	<ol style="list-style-type: none"><li>1. Principles of strategic planning and its basic concepts</li><li>2. A performance measurement model</li><li>3. How core business functions are determined from an agency's mission, budget documents, legislative mandates, and major activities</li><li>4. How to develop outcomes for core programs</li><li>5. Definitions and relationships between inputs, outputs, processes, and outcomes</li><li>6. Selection of measures focusing on the "vital few" and development of potential measures for identified outcomes</li></ol>	
<b>Who should attend?</b>	Executives, managers, supervisors, and staff assigned strategic planning/performance measurement activities.	
<b>How much is the tuition?</b>	\$279 per participant	
<b>When is the class offered?</b>	October 17-18, 2007	8:30 a.m. - 4:30 p.m.
	January 17-18, 2008	8:30 a.m. - 4:30 p.m.
	March 11-12, 2008	8:30 a.m. - 4:30 p.m.
	May 14-15, 2008	8:30 a.m. - 4:30 p.m.

# Permissive Reinstatement and Transfers

<b>What's the class about?</b>	This class teaches participants how to determine when a transfer or reinstatement is permissible. The focus of the training is on the legality of the appointment and NOT salary determination. (Training on salary determination is offered by the State Controller's Office.)	
<b>What's the class objective?</b>	This class provides participants with the knowledge needed to determine whether or not a potential transfer or permissive reinstatement meets the legal requirements of the Constitution and the Civil Service Act.	
<b>Who should attend?</b>	This class is designed for personnel staff who are responsible for making decisions on transfers and reinstatements.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	October 30, 2007	8:30 a.m. - 4:30 p.m.
	December 19, 2007	8:30 a.m. - 4:30 p.m.
	April 10, 2008	8:30 a.m. - 4:30 p.m.

# Workforce Planning

## What's the class about?

This one-day class will provide an introduction to workforce planning. It will explore the critical need for an effective workforce plan to minimize the effects of an upcoming "perfect storm" which threatens as the result of combined workforce demographic changes, increasingly complex technology, and shrinking budgets within the state and world economies.

Participants will have an opportunity to become familiar with various models of workforce planning and determine the plan elements best suited for their organization. They will also assess the driving and restraining forces to the successful implementation of a workforce plan and create an action plan for next steps in implementing their workforce plan.

## What's the class objective?

Upon completion of this class, participants will be better able to:

- Articulate the importance of workforce planning as it relates to state service
- Understand the basic principles of workforce planning
- Identify common deterrents to effective workforce planning and brainstorm for solutions
- Influence others within the organization to support the workforce planning initiative
- Comprehend the steps of a successful workforce plan
- Demonstrate understanding of several different workforce planning models
- Determine which workforce planning model best fits his/her organization's needs
- Initiate an action plan for next steps in developing his/her workforce plan
- Identify and utilize resources for creating, implementing and maintaining a successful workforce plan.

## Who should attend?

This class is designed for personnel staff who are responsible for making decisions on transfers and reinstatements.

## How much is the tuition?

\$142 per participant

## When is the class offered?

September 17, 2007	8:30 a.m. - 4:30 p.m.
November 19, 2007	8:30 a.m. - 4:30 p.m.
March 25, 2008	8:30 a.m. - 4:30 p.m.
June 16, 2008	8:30 a.m. - 4:30 p.m.

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# Job Analysis

**What's the class about?**

Job analysis is the foundation for many of the critical personnel decisions in your organization. This workshop focuses on job analysis methods involving the identification of critical tasks and associated knowledge, skills and abilities (KSAs). The resulting multi-purpose job analysis data can be used for a wide variety of personnel activities including the design of training programs, the establishment of class specifications, human resources planning, and the development of content valid selection procedures.

**What's the class objective?**

This class provides participants with the theory, concepts, and methodology for conducting a job analysis following the task analysis model. This is an interactive class that includes group discussion and hands-on exercises. Participants complete an actual job analysis during the class.

**Who should attend?**

This class is designed for personnel staff involved in programs such as selection, recruitment, classification, return-to-work, and human resources planning.

**How much is the tuition?****When is the class offered?**

TBA

# Statistics Made Easy for Personnel Selection

<b>What's the class about?</b>	This one-day class is designed to provide participants with an understanding of basic statistics used in the selection profession. Topics will include: means, standard deviations, standard error of measurement, correlations (e.g., reliability coefficients), standard scores (e.g., z-scores and t-scores), and linear transformation. Class content will be covered using a combination of lecture, discussion, and group exercises.	
<b>What's the class objective?</b>	This class provides participants with an understanding of the interpretation and computation of basic statistics that are commonly used in the selection profession.	
<b>Who should attend?</b>	<p>This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.</p> <p>Participants are strongly encouraged to take this class, or a comparable statistics class, prior to taking the following Certified Selection Analyst program classes: Supplemental Applications; Developing Interviews; Work Sample and Performance Tests; Developing and Using Written Exams; Interpreting Item Analysis; Pass Point Setting; and Scoring Models. This class will provide a thorough understanding of exam statistics and measurement concepts.</p>	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	September 27, 2007 February 5, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

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# Professional Selection & Test Validation: Concepts and Principles

<b>What's the class about?</b>	This one-day class presents the APA Standards, Federal Uniform Guidelines on Employee Selection Procedures, ADA, EEOC and DFEH, the concepts of validation, reliability, adverse impact, reasonable accommodation in the exam process, and SPB rules on examinations.	
<b>What's the class objective?</b>	This class provides participants with the legal background and the measurement concepts on which professional selection is based.	
<b>Who should attend?</b>	This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	September 28, 2007 February 7, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

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# Examination Planning

<b>What's the class about?</b>	This class provides participants with an understanding of the issues and factors to consider when planning an examination process. An emphasis throughout the class is placed on the legal and professional issues surrounding examination planning.	
<b>What's the class objective?</b>	This class provides participants with an overview of how to effectively plan an examination process.	
<b>Who should attend?</b>	This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	October 10, 2007 February 26, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.



## Supplemental Applications

<b>What's the class about?</b>	This one-day class is designed to acquaint participants with a variety of techniques which can be used to assess training and experience (T&E). Advantages and disadvantages of T&E evaluation methods will be addressed as well as issues related to reliability, validity, instrument development, and scoring of these assessment techniques. Through a combination of lecture, discussion, and individual and group exercises, participants will gain an understanding of the approaches commonly used in evaluating training and experience.	
<b>What's the class objective?</b>	This class provides participants with an understanding of the approaches commonly used in evaluating applicants training and experience.	
<b>Who should attend?</b>	This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	October 19, 2007 January 11, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

# Developing Interviews

<b>What's the class about?</b>	This one-day class includes a summary of the research literature pertaining to the interview process as well as current professional interviewing practices; an overview of the legal and professional guidelines and standards which impact the interview process; a discussion of when the use of an interview is appropriate; an introduction to structured interviewing principles and techniques; procedures for developing and using interview questions, bench mark answers, and anchored rating scales; an overview of the issues pertaining to administering interview examinations; and, strategies for working with subject matter experts in the interview process.	
<b>What's the class objective?</b>	This class provides participants with an understanding of "best practices" interviewing principles and techniques, as well as a knowledge of interview development and administration practices.	
<b>Who should attend?</b>	This class is designed for examination analysts, managers, and individuals responsible for the development and/or administration of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	October 31, 2007 April 7, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

# Chairing Interview Examinations

<b>What's the class about?</b>	This three-day class has just been updated to provide certification of chairpersons for examination interview panels. In State Service the interview examination process is often referred to as the Qualification Appraisal Panel (QAP) interview process. Topics such as interview procedures, preparation and panel orientation, panel members' responsibilities, and fairness and equal employment opportunity are thoroughly explained and reinforced through discussion, class exercises, and mock interviews.	
<b>What's the class objective?</b>	This class focuses on "best practices" interviewing techniques and provides participants with the knowledge and expertise necessary to conduct fair, effective and legal interview examinations. Upon successful completion of this class, participants will be certified as chairpersons by the State Personnel Board and will be prepared to conduct interview examinations (QAP's).	
<b>Who should attend?</b>	Anyone having responsibility for chairing interview examinations MUST complete this course and be certified by an SPB-certified course instructor. Additionally, this course is designed for examination analysts, managers, and individuals who are responsible for the development and/or administration of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$415 per participant	
<b>When is the class offered?</b>	August 28-30, 2007	8:30 a.m. - 4:30 p.m.
	November 28-30, 2007	8:30 a.m. - 4:30 p.m.
	January 14-16, 2008	8:30 a.m. - 4:30 p.m.
	February 20-22, 2008	8:30 a.m. - 4:30 p.m.
	April 28-30, 2008	8:30 a.m. - 4:30 p.m.
	June 10-12, 2008	8:30 a.m. - 4:30 p.m.

# Work Sample and Performance Tests

<b>What's the class about?</b>	This one-day class is designed to provide participants with an understanding of work sample and performance tests. Topics to be addressed include the development of exercises and rating scales, assessor/rater training, and the practical and logistical issues related to the administration of work sample and performance tests. Class content will be covered using a combination of lecture, discussion and group exercises.	
<b>What's the class objective?</b>	This class provides participants with an understanding of the appropriate use of work sample and performance tests.	
<b>Who should attend?</b>	This class is designed for personnel analysts or individuals responsible for the development of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	November 2, 2007 February 8, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

# Developing and Using Written Exams

**What's the class about?** This class addresses the concepts of examination reliability and validity; advantages and the cost effectiveness of using written examinations to assess job knowledge and skills; examination planning; item writing principles, form, and content issues. Through individual and group exercises, this interactive course will provide participants with examination item writing theory as well as practical hands-on item writing experience.

*It is recommended that you take "Interpreting Item Analysis" with this class.*

**What's the class objective?** This class provides participants with the expertise needed to develop multiple choice written examinations.

**Who should attend?** This class is designed for personnel analysts or individuals responsible for the development of employment testing and selection programs.

**How much is the tuition?** \$142 per participant

<b>When is the class offered?</b>	November 6, 2007	8:30 a.m. - 4:30 p.m.
	April 3, 2008	8:30 a.m. - 4:30 p.m.

# Interpreting Item Analysis

**What's the class about?** This one-day class explains the proper use and interpretation of item analysis information. The class will introduce participants to issues and concepts related to item discrimination, the interpretation of item analysis data, and the use of item analysis information to improve individual test items as well as the test as a whole.

*It is recommended that you take "Developing and Using Written Exams" with this class.*

**What's the class objective?** This class provides participants with an explanation of the information provided in an examination item analysis report.

**Who should attend?** This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.

**How much is the tuition?** \$142 per participant

<b>When is the class offered?</b>	November 16, 2007	8:30 a.m. - 4:30 p.m.
	April 4, 2008	8:30 a.m. - 4:30 p.m.

## Pass Point Setting

<b>What's the class about?</b>	This one-day class presents participants with a legally defensible process which can be used to set pass points on a variety of selection instruments. Topics will include the use of exam statistics, the establishment of Minimal Acceptable Competence (MAC) levels, and the inclusion of appropriate legal considerations. Participants will complete hands-on activities and use actual exam data to set pass points and discuss pass point setting.	
<b>What's the class objective?</b>	This class provides participants with the processes used to set a pass point on examinations which are legally defensible.	
<b>Who should attend?</b>	This class is designed for personnel analysts, managers, or individuals responsible for the development and/or administration of employment testing and selection programs.	
<b>How much is the tuition?</b>	\$142 per participant	
<b>When is the class offered?</b>	December 5, 2007 May 2, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.

# Scoring Models

<b>What's the class about?</b>	<p>Scoring models determine how individual selection instruments within a total selection process fit together to appropriately assess candidate qualifications. Scoring models also establish the methodology by which individual selection instruments are scored and weighted. This one-day class introduces participants to the concepts of scoring models and provides a discussion of the issues to consider in determining scoring models for selection processes. Topics will include an introduction to scoring models, the legal considerations affecting the use of various scoring models, and how to determine the appropriate scoring model for a selection process. Through the use of hands-on activities and discussions, participants will establish scoring models and utilize the scoring process to accurately determine candidate qualifications.</p>	
<b>What's the class objective?</b>	<p>This class provides participants with an understanding of scoring model concepts and an introduction to various approaches used in determining scoring models for selection processes.</p>	
<b>Who should attend?</b>	<p>This class is designed for personnel analysts, managers, or individuals responsible for the development and/or administration of employment testing and selection programs.</p>	
<b>How much is the tuition?</b>	<p>\$142 per participant</p>	
<b>When is the class offered?</b>	December 10, 2007 May 8, 2008	8:30 a.m. - 4:30 p.m. 8:30 a.m. - 4:30 p.m.



# Utilizing Subject Matter Experts: Harnessing the Power of SMEs

<b>What's the class about?</b>	Subject matter experts (SMEs) play an integral role in the selection process. This half-day class will focus on the unique role of the SME in the selection process. Participants will be provided with insight and strategies to effectively utilize the talents and strengths of SMEs while preserving the integrity and well-being of the selection process. Through discussion and exercises, participants will develop an understanding of who SMEs are and fundamental strategies to utilize the strengths of SMEs in designing, developing, and administering selection processes.	
<b>What's the class objective?</b>	This course will provide participants with an understanding of the role of SMEs in the selection process and the impact of SMEs on the success of the selection process.	
<b>Who should attend?</b>	This course is designed for Selection Analysts, Managers, and staff who interact with Subject Matter Experts (SMEs) in the course of designing, developing, and administering selection processes.	
<b>How much is the tuition?</b>	\$84 per participant	
<b>When is the class offered?</b>	February 14, 2008	8:30 a.m. - 12:30 p.m.